

12 November 1981

MEMORANDUM FOR: Director, National Foreign Assessment Center
Deputy Director for Operations
Deputy Director for Science and Technology
Deputy Director for Administration
Director of Personnel ✓
Comptroller

FROM : Deputy Director of Central Intelligence

SUBJECT : CIA's Long-Range Planning Process

1. The Intelligence Community has adopted a new multi-year Capabilities Program and Budget System which is intended to focus attention on initiatives for capabilities against a comprehensive set of target areas and subjects. This system will result in a greater degree of attention to substantive aspects of resource allocation and will require the development of a long-range perspective on the needs of the Agency. To achieve this long-range perspective, we must modify the approach to CIA long-range planning implemented in 1980. This memorandum establishes the policy and procedures for implementing the long range planning process discussed at the Executive Committee meeting on 30 October 1981.

2. The long-range planning process is expected to provide strategic direction to the management of Agency activities. It will emphasize the development of flexible and innovative approaches to the achievement of desired capabilities and a collegial approach by the Executive Committee to developing this strategy. In recognizing the uncertainties that we face in planning for the future and the changing nature of the challenges that the Agency faces, an annual cycle of planning activities will be required to keep this process both current and relevant. This long-range planning process should accomplish three tasks for Agency management:

- Provide a comprehensive strategic plan which will identify the Agency's long-range goals and capability objectives and the priorities for their achievement.

- Identify the need for and stimulate development of innovative approaches to attainment of long-range substantive and managerial objectives.

- Provide near-term guidance to the formulation of the Agency's budget and the execution of its program.

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3. Outlined below is the sequence of actions for implementing this planning process. Guidance from and interaction with Intelligence Community planning can be interweaved with this process. Each phase will be monitored by the Planning Staff, Office of Policy and Planning, and will be subject to Executive Committee review.

a. Annual Planning Guidance

The DDCI will issue guidance annually to the Agency's long-range planning cycle. This guidance would establish the specific planning schedule, identify areas of special concern, and state any special planning assumptions. The Planning Guidance would be developed by the Interdirectorate Planning Group for EXCOM consideration during the first two weeks in March each year.

b. CIA Long-Range Objectives and Priorities

Based on the Annual Planning Guidance, the D/NFAC will determine the Agency's intelligence objectives and priorities ten years into the future for each of the Area/Subject Categories listed in the Annex. This will include a description of the key challenges to the United States, the resulting problems and likely intelligence requirements for the Agency for each Area/Subject Category, as well as the determination of priorities both within and between these categories. Similarly, the DDO will establish the ten-year objectives and priorities for the Agency's Counterintelligence and Covert Action Categories. The results of this phase will be presented to the Executive Committee for discussion and DDCI approval in late April. The results of this phase will serve as guidance for subsequent phases.

c. Intelligence and Operational Capabilities

Based on the objectives and priorities developed above, the Deputy Directors will determine the kinds of capabilities that would be required to meet these objectives and priorities as follows:

- The DDO will determine the HUMINT collection and processing counterintelligence, and covert action capabilities that will be required to meet the ten-year objectives.

- The DDS&T will determine the technical collection and processing capabilities that will be required to meet the ten-year objectives.

- The D/NFAC will determine the analytical and associated processing capabilities that will be required to meet the ten-year objectives.

To the extent practical, the Deputy Directors should establish interdirectorate teams to assist them in making these determinations and to ensure that a balanced approach is taken with respect to each Area/Subject or Functional Category. Emphasis should be placed on innovative ideas which can be developed through further study into viable programs. Concepts put forth during this phase should not be constrained by present operational, technical, or financial limitations. This phase should take place during May and June and the results presented to the Executive Committee in late June for discussion and DDCI decision.

Support Capabilities

Based on the results of the preceding phase, the Deputy Directors should establish the functional support capabilities that would be required to support the intelligence and operational capabilities described above.

- The DDA should determine the telecommunications, ADP, training, logistical, and general administrative support that would be required.

- The DDS&T should determine the general research and development capabilities that would be required beyond those that are directly associated with specific Areas/Subject or other Functional Categories.

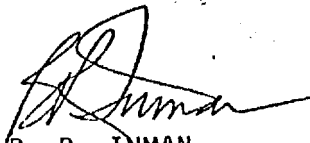
- The Director of Personnel should determine the personnel and personnel management capabilities that would be required beyond those that are directly associated with other specific categories.

To the extent practical, interdirectorate teams should be used in developing the concepts. Again, innovation in developing new and more effective or efficient approaches to attaining the intended capabilities should be emphasized, unconstrained by current limitations. This phase should occur during July and the results presented to the Executive Committee at the end of July for discussion and DDCI decision.

e. Agency Strategic Plan

The results of the phases described above will be turned over to the Planning Staff, OPP, for preparation of an overall ten-year Agency Strategic Plan to be presented to EXCOM in mid-August for discussion and DDCI decision.

4. The approach described above should result in a planning process that provides Agency managers with broad, flexible long-range guidance to their activities--guidance which would be cast in terms of capabilities to be achieved and priorities for their achievement. It should elicit innovative approaches to the challenges faced by the Agency and be sensitive to changing needs.



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cc: General Counsel
Inspector General
Director, OPP
Director, ICS
Chairman, NIC

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